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ABSTRACT

This annotated bibliography focuses on contemporary sources that address customer service in these changing times, as the service is influenced by business communication activities and skills. Twelve selections are presented. The annotations date from 1980 to 1989. (NKA)

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COMMUNICATION AND SERVICE

An Annotated Bibliography

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Association.

Current business and academic interest in service and the role
communication plays in facilitating it has lead to the following
bibliography. Primary focus is given to contemporary sources that
address customer service in our changing times, as the service is
influenced by business communication activities and skills.

Albrecht, Karl. (1988). At America's service: How corporations
can revolutionize the way they treat their customers.
Homewood, IL: Dow Jones-Irwin.

Albrecht addresses what it takes to succeed in contemporary
service management. He cautions businesses not to think of
service management as another fad but as integral to their
future. The author develops the parameters of the service
revolution, illustrates common pitfalls within service
production, and makes provisions for the implementation of a
service management program within any of today's organizations.

Albrecht, Karl and Zemke, Ron. (1985). Service America! Doing
business in the new economy. Homewood, IL: Dow Jones-Irwin.

The authors' concern is with the evolution of the service economy
in which relationships are becoming more important than physical
products. They seek to define service and to develop a framework
by which business and professional organizations may equip
themselves to successfully meet the challenges wrought by the new
era. Also provided is a forecast of "tomorrow's" service.

Bell, Chip R. and Zemke, Ron. (1988, September). Do service procedures tie employees' hands? Personnel Journal, 76-83.

The authors discuss what it takes to ensure that service is delivered in the best ways possible. They recommend that companies empower their employees, thereby releasing them to act with responsibility and assertive confidence even in situations of complex and unexpected nature. According to the authors, to bestow empowerment is to utilize the tools of service excellence.

Czepiel, John A.; Solomon, Michael R. and Suprenant, Carol F. (1985). The service encounter: Managing employee interaction in service businesses. Lexington, MA: Lexington Books.

The authors address the importance and functions of the service encounter-direct interaction between customers and employees. Part I establishes a framework by which the service encounter may be understood. Part II is devoted to "Understanding the Dimensions" of service. Part III addresses "Organizational Perspectives" as related to service encounters. Part IV is concerned with "Measuring and Meaning"; Part V with "Planning for the Encounter"; and Part VI with the importance of "Managerial Insights".

Heskett, James L. (1986). Managing in the service economy. Boston, MA: Harvard Business School Press.

Heskett addresses the means by which successful managers can and do implement new businesses and ideas as they cope with and manage fast changing environments. Chapters 1 & 2 are devoted to the elements of a strategic service vision. Chapters 3 through 7 discuss the key issues in integrating the elements successfully. Chapters 8 & 9 are concerned respectively, with the multinational development of service businesses and future prospects for service industries.

Hobson, Charles J.; Hobson, Robert B. and Hobson, John J. (1984). People skills: A key to success in the service sector. Supervisory Management, 29(10), 2-9.

The authors purport interpersonal skills as the determining factor in service businesses' success or failure. They develop and present a 3-step strategy for improving the interpersonal skills of service delivery personnel.

Inman, Robert P. (Ed.). (1985). Managing the service economy: Prospects and problems. Cambridge, MA: Cambridge University Press.

This volume is directed towards understanding the American society's evolution from a manufacturing to a service economy and, to anticipating problems and prospects of the future. The book consists of 4 parts: (1) "Role of services in world economics", (2) "Service productivity, trade, and market

structure", (3) "Analyses of service industries: the finance, health care, and government sectors" , and (4) "The future of research and policy for the service economy".

Lash, Linda M. (1989). The complete guide to customer service. NY; Chichester; Brisbane; Toronto; Singapore: John Wiley and Sons.

Based on years of experience and training in customer service, Lash offers a wealth of perceptions and ideas concerning what it is to "serve" and how the business professional/s may create an organizations which offers successful quality service.

Lele, Milind M. with Sheth, Jagdish N. (1987). The customer is key: Gaining an unbeatable advantage through customer satisfaction. NY; Chichester; Brisbane; Toronto; Singapore: John Wiley and Sons.

The author's message, "customer satisfaction is the key to long-term profitability and keeping the customer happy is everybody's business", is intended for the business community as a whole. Lele stresses that the most important competitive weapon today is "happy customers".

Normann, Richard. (1984). Service management: Strategy and leadership in service businesses. NY; Chichester; Brisbane; Toronto; Singapore: John Wiley and Sons.

Normann presents a comprehensive framework by which organizations may develop cohesive and concrete techniques for management, business development, and design of effective service systems. The author targets high-level executives within business organizations whose products have a high immaterial content. Central to the book is the idea of change as it influences the business and professional world.

Peters, Tom. (1988). Thriving on chaos: Handbook for management revolution. NY: Alfred A. Knopf.

Peters' concern are the chaotic communicative and managerial challenges paralleling our changing economy. He seeks to provide a prescriptive framework by which the "winning" businesses of tomorrow may deal proactively with chaos and change through flexible policies and strategies. Of special concern is customer-centered specialization whereby businesses are needed to be both quality- and service-conscious and facilitators of customer responsiveness.

Schneider, Benjamin. (1980, Autumn). The service organization: Climate is crucial. Organizational Dynamics, 9, 52-65.

Based on his previous findings, Schneider illustrates how the communicative and behavioral climate within an organization has significant impact on the quality of service it produces. The author urges organizations to be as concerned with long-term factors of influence, such as relational and service quality, as well as the traditional short-term financial considerations.

Zemke, Ron with Schaff, Dick. (1989). The service edge: 101 companies that profit from customer care. Markham, Ontario: Penguin Books Canada Limited.

Zemke provides a framework by which the basics of good service may be further understood and improved. Based upon intensive research and study, he presents the operating practices and principles of 101 American based companies, which have been determined as "bona fide" service leaders. Appended is a comprehensive development of "Suggested Readings and Bibliography", pp. 570-576.